

**NATIONAL MUSEUMS SCOTLAND  
BOARD OF TRUSTEES**

**MINUTES OF THE MEETING HELD ON WEDNESDAY, 05 FEBRUARY 2020 AT THE  
NATIONAL MUSEUM OF SCOTLAND, EDINBURGH**

**Present:**

Mr Bruce Minto	Chairman
Ms Ann Allen	Trustee
Prof Mary Bownes	Trustee
Mr Adam Bruce	Trustee
Mr Gordon Drummond	Trustee
Mr Christopher Fletcher	Trustee
Dr Brian Lang	Trustee
Ms Lynda Logan	Trustee (item 6 onwards)
Dr Catriona Macdonald	Trustee
Mr Ian Russell	Trustee
Ms Jandy Stevenson	Trustee
Ms Eilidh Wiseman	Trustee
Dr Laura Young	Trustee

**In Attendance:**

Dr Gordon Rintoul (GR)	NMS Director
Mr Keith Pentland (KP)	Director of Finance & Planning
Ms Julie Brown (JB)	Head of Corporate Policy & Performance
Ms Jennifer Graham (JG)	Estates Project Manager (for Item 10)
Mr Xerxes Mazda (XM)	Director of Collections (for Item 12)

**Apologies:**

None

**PRELIMINARIES**

The Chairman reported that the closing date for applications for the new Board Chair was now 10 February and interviews would be taking place in early March.

**ITEM 1 – APOLOGIES**

1.1 There were no apologies.

**ITEM 2 – MINUTES OF THE MEETING HELD ON 20 NOVEMBER 2019**

2.1 The minutes of the meeting held on 20 November 2019 were approved.

**ITEM 3 – MATTERS ARISING**

3.1 Matters arising from the last meeting were taken under the main agenda items.

**ACTION**

**ITEM 4 – DECLARATION OF INTERESTS**

4.1 It was noted that there were no declarations of interests from Board members in relation to the substantive items on the agenda.

**ITEM 5 – SENIOR STAFF CHANGES: UPDATE ON ACTIONS TO MANAGE THE CHANGES** NMS (2020) 01

5.1 The Director presented the paper which was an update to his initial paper considered in a private Trustee session on 18 September [ref. NMS (2019) 32]. The Board noted the actions taken, and discussed the mitigation of risks in a forthcoming year of transition for National Museums Scotland

**ITEM 6 – DIRECTOR’S REPORT TO THE TRUSTEES** NMS (2020) 02

6.1 The Director presented his report which had been circulated, and gave a verbal update on visitor numbers generally and the very successful start to the new *Tyrannosaurs* exhibition. There followed a discussion on matters including: the lessons learnt from the last major exhibition; the revamped Patrons Scheme; and the Board’s ongoing concerns regarding the lack of Government funding to address our growing estate maintenance challenges.

6.2 The Chairman and the Director gave a verbal report on their latest annual meeting with Fiona Hyslop (Cabinet Secretary for Culture, Tourism & External Affairs) which was held in early December.

**ITEM 7 – FINANCIAL REPORT** NMS (2020) 03

7.1 Keith Pentland presented his report which had been circulated. The Board of Trustees noted that:

- It was expected the accounts would show a balanced position for 2019/20.
- NMS was currently showing a surplus which was largely timing-related, and NMSE Ltd was performing well and ahead of budget.
- Overall, we were forecasting a shortfall in one area but this would be offset by additional income in other areas and reductions in operational expenditure.

**ITEM 8 – DRAFT BUDGET 2020/21** NMS (2020) 04

8.1 Keith Pentland presented the paper which had been circulated.

8.2 The Board of Trustees noted:

- The 2020/21 budget was being developed.
- That the Scottish Government budget announcement was on 06 February, which meant that the draft budget included a number of assumptions regarding our funding and costs.
- The final draft would be reviewed in detail by the Finance Committee at its meeting on 04 March, prior to coming to the Board meeting on 25 March for approval.
- When the drafting was completed, the plan would include indicative figures for 2021/22 and 2022/23.

KP

**ITEM 9 – DRAFT STRATEGIC PLAN UPDATE 2020-22**

**NMS (2020) 05**

9.1 K Pentland presented the paper which had been circulated. Trustees considered and commented on the draft Strategic Plan update for 2020-22.

9.2 Following the discussion, the Board noted:

- The draft Plan would be revised to reflect the Scottish Government’s budget announcement on 06 February and Board feedback.
- The revised draft would be submitted for consultation with government officials and the Cabinet Secretary for Culture, Europe & External Affairs.
- The final draft of the Plan would be brought to the Board meeting in March for approval.
- Once again, a smaller, shorter and more visual version of the Strategic Plan (“plan in your pocket”) would be developed for staff and our other stakeholders.

**KP, JB,  
Director**

**ITEM 10 – NATIONAL MUSEUM OF FLIGHT**

**(i) Masterplan Update (2020)**

**NMS (2020) 06**

10.1 Jennifer Graham joined the meeting and the Director introduced the Masterplan Update which aimed to:

- Provide a framework for future developments at the National Museum of Flight, in line with our most up-to-date thinking on the future development and use of the site.
- Increase the percentage of estate as fit-for-purpose and enabling more of our national collections to be located within appropriate environments, interpreted and displayed.

10.2 The Board of Trustees welcomed the update on the long term vision for the site and, following discussion, approved the NMoF Masterplan Update (2020).

**(ii) Masterplan Phase 3 and *Ready for Take off*  
Project: update**

**NMS (2020) 07**

10.3 The Board of Trustees noted the progress outlined in the update report.

10.4 The Director confirmed that, since the report was circulated, our planning application had been refused by East Lothian Council Planning Committee at its meeting on 04 February, despite being recommended for approval by Council Officers. At present, it remained unclear regarding the stated grounds for refusal and we would await the statement on the grounds for refusal.

10.5 The Board of Trustees:

- Conveyed their disappointment at the outcome of Planning Committee meeting.
- Noted that the National Lottery Heritage Fund had been notified.
- Considered that this was an important project for East Lothian as it would ensure the preservation of historically important aircraft, create jobs and play a transformative role within the local tourism economy.
- Agreed that NMS should now take stock and review next steps.

- Agreed that a proposed way forward for the project should come to the next Board meeting for approval.

Director,  
JG

**ITEM 11 – NATIONAL MUSEUMS COLLECTION CENTRE: NMS (2020) 08  
MASTERPLAN UPDATE**

11.1 The Director introduced the Masterplan Update which aimed to bring the existing Masterplan in line with our current thinking for the site, taking into account the most recent plans by the City Council for the redevelopment of the wider Granton area.

11.2 The Board of Trustees welcomed and approved the NMCC Masterplan Update (2020), recognising that all the proposals were subject to us gaining the necessary funding.

**ITEM 12 – COLLECTIONS & RESEARCH REPORT NMS (2020) 09**

12.1 The Board of Trustees noted the Collections and Research Report.

**ITEM 13 – REPORTS FROM COMMITTEES**

**(i) Personnel & Remuneration Committee**

13.1 The Chairman noted that the draft minutes of the Personnel & Remuneration Committee meeting held on 23 October 2019 had been circulated.

13.2 Eilidh Wiseman (Chairman of the Personnel & Remuneration Committee) gave a verbal report on the latest meeting held on 04 February 2020, which had focussed on the senior staff changes and the potential risks.

13.3 It was recognised that Sheilagh Stewart (Head of Human Resources) was retiring later in the month. The Chairman, on behalf of the Board, conveyed their sincere thanks and gratitude to Sheilagh for all her hard work and commitment to National Museums Scotland over the last 17 years, and wished her a long and happy retirement.

**(ii) Audit & Risk Committee**

13.4 The Chairman noted that the draft minutes of the Audit & Risk Committee meeting held on 04 November 2019 had been circulated.

13.5 Ian Russell (Chairman of the Audit & Risk Committee) reported that the Committee would be interviewing for the new internal auditors in February, and 'organisational risk' was on the agenda for the next meeting in mid-March.

**(iii) Estates Committee**

13.6 The Chairman noted that the draft minutes of the Estates Committee meeting held on 20 January 2020 had been circulated.

13.7 Ann Allen (Chairman of the Estates Committee) reported that the main items had been the National Museum of Flight and the National Museums Collection Centre, and that there had been a long discussion at the start of the meeting regarding our growing backlog maintenance. She added that the NMS maintenance contract had been extended by a further year, to enable the

procurement of the new contract to be undertaken by the new Director of Estates & Facilities.

**(iv) National Museums Scotland Enterprises Ltd Board**

13.8 Gordon Drummond (Chairman of the NMS Enterprises Ltd Board) gave a verbal report on key issues arising since the last NMSE Ltd Board meeting held on 11 October, and confirmed that NMSE Ltd was still on track to be above the planned budget at year-end.

**ITEM 14 – FORWARD PROGRAMME OF BUSINESS**

**NMS (2020) 10**

14.1 The Board noted the Forward Programme of Business.

**ITEM 15 – ANY OTHER BUSINESS**

15.1 The Chairman highlighted that the biennial 'Board Effectiveness' questionnaire would be circulated to Trustees in March/April, and the results would be considered by the Nominations & Governance Committee at its next meeting on 13 May.

**ITEM 16 – DATE OF NEXT MEETING**

16.1 The next meeting will be held on Wednesday, 25 March 2020.